

Health Services Administrative Policy and Procedure Manual
Central Office

Subject: Job Shadowing

Laws/Regulations: None

Policy Statement: Job Shadowing is pairing a less experienced employee with a veteran employee. The veteran employee is asked to share knowledge (and perhaps hands-on practice) in dealing with major activities of the organization or the most difficult situations, which the veteran employee faces, on the job. Job shadowing is a way to achieve many different human resources objectives such as to observe and learn about another person's job, train employees on certain jobs and enhance career development by exposing employees to various activities of the organization.

Background: Health Services encourages staff to take the opportunity to develop their knowledge and skills using a wide range of learning opportunities. Job shadowing is particularly encouraged as a means of enabling individuals to gain a deeper knowledge of the agency. By using this tool we strive to improve communication within the Health Services; assist staff in understanding the role of others; and enhance career development.

Job Shadowing is typically a one-day assignment where an employee is assigned to observe a whole job or part of a job, specific operations or processes.

Health Services staff by agreement may "shadow" the work of a Manager, Division Director, Supervisor, or other DHEC employees.

Employees participating in job shadowing opportunities should treat the assignment as a part of their regular responsibilities. Job shadowing opportunities must be balanced with the other needs of Health Services.

This policy includes all Health Services staff in central office and the public health regions who have completed their probationary period and have permanent status in their current position. Employees in temporary-grant and hourly appointments who have been employed for at least 12 months are included in the policy.

If travel expenses are involved in the Job Shadowing assignment, the area requesting the job shadowing assignment will be responsible for payment of travel expenses, unless other payment arrangements are made and agreed to by the parties involved.

Some jobs or parts of the job may not be appropriate for job shadowing due to confidentiality. Examples include payroll, and parts of Human Resources. There are certain activities which may not be shadowed. Examples are employee performance reviews, job interviews, and disciplinary meetings.

Rules/Procedures:

Job shadowing should be planned in advance and agreed to by the parties involved. It should normally be determined at the staff member's annual performance review in discussing plans for development.

Staff members involved in agreeing to a job shadowing arrangement must include the less experienced employee ('shadow'), the person being shadowed and their respective supervisors. The agreement for job shadowing should be initiated in writing by the supervisor of the "shadow" and should include information about the specific job shadowing activity(ies), the staff member to be shadowed, and the duration of the job shadowing assignment.

The agreement for job shadowing should be in memo form, from the supervisor of the "shadow," to the supervisor of the person requesting to be shadowed. A copy of the request should be provided to the next level of authority for both the requesting supervisor and the supervisor of the person requesting to be shadowed.

This supervisor who receives the job shadowing request should respond in writing either agreeing to or denying the request.

If the supervisor does not agree to the job shadowing request, a written explanation of the reason(s) should be provided to the requesting supervisor. A copy of the explanation should be provided to the next level of authority for both the requesting supervisor and the supervisor of the person requesting to be shadowed, as well as the local personnel/human resources office.

If the supervisor agrees to the request, the supervisor should obtain appropriate approval through the chain of command. The supervisor, the staff member agreeing to be shadowed, the "shadow" and the supervisor of the "shadow" should sign the memo indicating their agreement. A copy of the signed agreement should be forwarded to the next level of authority of both the requesting supervisor and the supervisor of the person requesting to be shadowed.

The requesting supervisor should forward a copy of the assigned agreement to the local personnel/human resources office for record keeping purpose.

Normally the "shadow" will not participate directly in the work of the person being shadowed and will have 'observer' status. The "shadow" should be introduced

and the role of the "shadow" should be made clear to anyone with whom they interact during the shadowing period.

Employees participating in Job Shadowing must understand that they are governed by other policies of the agency, including the Confidentiality Policy and the HIPPA Policy. Participants must understand that the information and materials they may be exposed to during the shadowing experience may be confidential information and they agree not to disclose any of this information to anyone inside or outside of the organization unless he/she has prior approval from the Management of Health Services to do so.

Questions or concerns regarding the job shadowing assignment should be addressed with the Region Personnel Coordinator and/or Health Services Human Resources Director for clarification or necessary guidance.

This policy applies to:

☒ Health Services Central Office

☒ Local Public Health Regions

Approved:

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